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B. Congress Crises Progress

In the Office of Personnel has identified and led an attack on one of CEA's important personnel problems: the need to train young officers in sufficient numbers to fill the "valley after the heap" in the 1970's when many officers now in their 50's and late 40's will retire. The Office of Personnel has recommended an expanded JOE program, the Career Officer Traines Program, which will increase the number of professional trainees from 150 to 225 a year. This expansion was approved on 20 March 1964. It will supply junior professionals to the Deputy Directorates each year beginning in 1965 as fallows:

• .						7	01	A	C.	225
Allowance for Attrition										
DD/see	•	•	-	•	•	•	•	<u>-</u>	•	10
10/1	•	•	•	•	•	•	•	•	•	55
DD/B	*	-	•	•	•	•	•	•	•	65
70/T										-

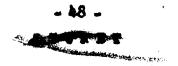
A. The new program will be the principal induction mechanism for junior professionals in all Deputy Directorates. It will be a departure from early JOF concepts of a small group of potential supergrades who would eventually fill the top jobs in GIA. Some of the junior prefessionals under the expanded program will rise

dreats



of concentrating on a potential clite, the new program will include people who will eventually fill jobs ranging from about GS-13 up, in a wide range of categories. It is also an important extension of previous JCF programs which have selected and trained people primarily for service in the Glandestine Services.

- 3. Although the expansion has been approved and the numbers of trainers agreed on, there are at least five important questions which have not been settled:
 - broken down in sufficient detail: The Office of Training and the Office of Parsonnel have not been given information on the numbers and kinds of operations officers, analysts, findance officers, area specialists, scientists, economists and others required for each Deputy Directorate, so that recruiting requirements can be organised.
 - b. The qualifications to be sought in trainees have not been spelled out. For example, a trainee who will enter the Office of Finance should have a different educational backsground, interests and aptitudes than a trainee scheduled for the Office of Central Reference, TD/I or the Division, TD/F.* The Director of Training feels strongly that





present ACE standards should be maintained regardless of the end use of a trainee.

- c. The training to be given needs more discussion. It is probably desirable that all trainees have some common denominator training, but not necessary that all have the operations course now given JUEs scheduled for the Clandestine Services.
- 6. There is no general agreement as to whether trainers should be selected primarily from CIA employees who can meet required standards, or primarily from candidates who have not had prior GIA experience. One school of thought argues for more "internal" trainers whose performance can be observed and evaluated before he is placed in an expensive training program. It is argued that the training will mean more to employees who have had some SIA experience. It is also argued that the attrition rate is lower for internal trainees. Others believe that it is desirable for most trainers to be recruited from exteids as has been done in past progress which have preduced excellent officers. A balance is probably the ensure. But, if more trainees are to come from CTA employees, selection, scheduling and assignment procedures will have to be organized to supply qualified young people who will ultimately serve as trainees in the expended program.

- e. New selection procedures must be worked out. The
 Director of Personnel and the Directorates should have a
 voice in nominating candidates and making final selections.
- 4. In view of the fact that this will be one of the most if not the most important personnel programs, in CIA, it is
 necessary to examine oursaulty the role the Office of Personnel
 should play in it. We believe the trend should be to strengthen
 the Office of Personnel's role in selection and assignment of
 trainers. If, as seems likely, there will be a significant number
 of internal trainers, the problems of selection, scheduling and
 assignment will be such that the Office of Personnel ought to have
 a key role in the program.

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5. 27 March 1963, Applications for Junior Officer
Trainee Program, expired on 1 January 1964. It should be updated,
reissued and given broad distribution, both in the field and at
Headquarters. Employees who believe themselves qualified should
be emocuraged to apply for this program.

It is recommended that:

No. 15

The Deputy Director for Support:

a. Review the respective roles of the Office of Training and the Office of Personnel in the Career Officer Trainee Program, and ensure that the latter office has a sufficient role in the selection, scheduling and assignment of officers in the program.

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- b. Take such additional steps as are necessary to readive unresolved questions of requirements, qualifications, training, sources and selection procedures for trainees under the new program.
- d. Neview the Coreer Officer Trainee Program in January 1965 to ensure that it is being extried out in accordance with the objectives stated in the memorandum approved by the EDGI dated 25 February 1964; Recruitment of Young Officers.

- d. Applications for Junior Officer Trainer Program which engired on 1 January 1964, should be revised to reflect changes in the program and given wide distribution both in the field and at Handquarters.
- e. Instruct the Director of Personnel, in collaboration with the Heads of Gareer Services and the Director of Training, to recruit young officers with potential as Career Officer Trainees for selected jobs in all Directorates where they can serve while gaining on-the-job experience to establish their qualifications for the COF program.

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C. Personnel Proventing Costs

1. We estimate that it costs an average of \$1500 to enter new civilian staff employees on duty. This imminists the costs of recruiting, accompanions, invites and appointes travel, security investigations and yellygraph examinations, modical examinations, tenting, securitarist, orientation; processing and testing of claricals in the Reterior Assignment Branch; special recruitment of Junior Officer Brainsis, scientific, professional and specialist personnel; and the like.

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2. In FX 1963 civilian staff employees extered on duty with the Agency in all sategories: productional, technical, administrative and clayfool. The total overhead costs of bringing these people on board amounts to computed on the basis of \$1500 per head.

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3. The Office of Security, the Medical Staff and the Office of Personnel Sadatain good east date on their respective personnel processing costs. CIA has not however, undertaken a comprehensive study on how overall personnel processing costs - from initial contact by rescutters until entrance on duty - might be reduced. We believe this problem area merits further attention.

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4. Of the most employees hired in FY 1963, 674 were recruited by CIA components other than the Office of Personnel.



· Polls

There are no statistics on the maker of interviews involved in this increment of new employees. The security employees who were recruited by the Office of Personnel involved an estimated interviews conducted by the Personnel people in Mashington and in the field.

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5. It is apparent that the high ratio of initial intervious to the number of firm records the finally enter on duty represent a substantial eventual sort. One way to reduce the rutto would be to expend the employment of standardized tests to include professional cardidates, as has been done in the past for cardidates for clerical and communications positions. Note the Department of State and the United States Information Agency have for several years mecasesfully employed standardized written tests for the screening of officer level confidence. The Civil Service Countssion holds similar tasts for clarical applicants and for supagement trainess under the Pederal Service Entrance Equationics system. These tests weed out those who are not qualified and permit the interested agencies to concentrate their interviewing procedures on condidates who more sufficiently well to desure further consideration. This is the converse of CIA's recruitment procedure in FX 1963 which impolved prelistinary interviews with applicants from them less than the persons more relected for

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further consideration, besting, and processing.

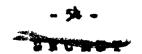
- 6. An edvertised best would also ettrent some applicants not now reached by GIA's recruiting organization. It would also require some initiative on the part of the applicant taking the test, and initiate more than casual interest in wasting for GIA, which many people more being contacted do not. Although there are nown possible escurity problems in advertising for GIA applicants this is now being does for some estagories of paraconal, and we believe such risks to be no more serious than those in present resputiting procedures.
- T. The test betteries for applicants in all estagories should be designed or simpled in collaboration with the Associant and Evaluation Shaff of the Medical Staff to point up the characteristics, qualifications and arguminace desired. The tests could be administered or other competent crystical union comparisons and a second test of the for Junior Officer Trains emilionsis.

33 in recommend that:

No. 1

The Director of Personnel:

a. Collaborate with the Assessment and Evaluation Shaff of the Medical Staff to develop or adopt a series of test betteries designed to measure the characteristics, qualifications and experience of professional, communications and alabiash applicants;





- b. Insugarate a pilot program in which such candidates would be invited through advertised notices to undergo test emudantions; soil
- c. Based on the effectiveness of the advertising and test procedures, and on opportunities for economies which may result, adopt a permunent advertising and testing program for the recruitment of staff employees.
- 3. Under current procedures, thousands of applicants are processed through various stages of security investigations, usedical examinations and testing procedures only to be rejected for one reason or another. This is probably inevitable with the high clearance standards CIA must maintain. Certainly we do not advocate lowering these standards. We note, however, that the limitional Security Agency has recently initiated a pilot program of field-polygraphing, besting and giving medical examinations to applicants in the Boston area for selected jobs prior to full explicants in the Boston area for selected jobs prior to full explicants in the Boston area for selected jobs prior to full explicants in the Boston area for selected jobs prior to full explorant processing in Mashington. This is being done to eliminate those who are devicedly not qualified as early in the process as possible. We consider it beyond the terms of reference of this survey to investigate the results of MA's pilot program, but suggest that the Deputy Mirector for Support may find it worth

It is recommended that:

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The Deputy Mirector for Support explore the feasibility of administering polygraph and medical examinations at

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9. It should also be noted that over 1000 applicants in 1763 completed all phones of security, medical and personnel processing, were found to be aligible to enter on duty and were offered a job, but did not assept for a wariety of reasons. The Office of Personnel maintains good seconds on the masters of such personnel, and the reasons for moneocoptessoe. We believe it is possible for the Career Services and the Office of Personnel to maintain all cases in processes some olderly, to eliminate or discountions the processing of those who are not interested or who are not assets in reduce costs in this area.

It is recommended that:

20. 10

The Mirector of Remonsel enalyse the records in the Office of Personnel of condidates for staff employment who have declined positions offered them, in an effort to determine the principal causes of such rejections so that the findings can be discontinued to Career Services and recording officers in the interest of reducing processing scate.

10. Due to the high cost of personnel processing and clearance, starition in CIA measure considerable importance. We should not complicately assure our present attrition rate which is roughly equivalent to the exercise of other federal agencies, some of whose employees are not comparable to CIA's in many respects. Our Carper Services and the Office of Ferromal have not given enough attention.



to its attrition and of possible ways of reducing it. The rate of professional stirition is about to a year. From July 1962 through Pehrusry 1964, CIA lost to professional professional amployees, about the same master of professionals the entered on their during the same period - a period during which more new people entered CIA them at any time since the early 1950's. In the last six months of 1963, DD/I professional stirition was 60 percent higher them other Deputy Directorates. In view of the high costs of attrition in CIA, we believe a thorough ensemination of the remains for it in each quagonant and possible ways of reducing it is needed.

It is recommised that

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The Director of Personnel in collaboration with the individual Garage Services conduct a study of the prevailing rate of attrition many professional curver amployees in an effort to arrive at findings which may suggest ways of reducing the implicit costs of high attrition rates.

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D. The Americannet and Evaluation Staff

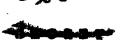
- 1. We believe the Assessment and Evaluation Staff (A&R Staff) of the Medical Staff represents a capability which, if fully staffed, could be of somethorship assistance in many perspanul management problems: secreting, selection, matching of people and jobs, performance evaluation, in conducting employee morals and attitude studies, reducing estation and in other ways.
- 2. Assessment paychalogists are in great demand and in short supply. The Agency has not been able to recruit and retain enough qualified psychologists to meant the kind of sustained effort needed. This is fully recognized, and priority is being given to recruiting such yeaple.

It is recommended that:

Ma. 20

The Deputy Director for Support:

- a. Continue to give a high priority to recruiting enough qualified professional personnel to bring and keep the AAE Staff up to strongth; and
- b. Employe with the Chief, Medical Staff, ways in which the AMS Staff can make a greater contribution to the Agency's paragraph program.





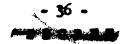
8. Salary and Wage Bivision

hudgeted at \$198,600 has a charter to develop and maintain "an Agency-wide program of position classification and wage administration." Position classification, review of staffing patterns and review of proposed grade changes account for about one-half of the Division's work. Special studies of a wide range of personnel matters account for most of the other half. The latter

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a study of a proposal to abolish the National Intelligence Survey research branches of CCI; the personnel organization of the Credit Union; staffing patterns of various CIA components for the Executive Director-Comptrollar; and the use of contract personnel by a European field station. The manpower control officer of the Office of Budget, Program Analysis and Manpower is very complimentary of the work the Division has done for his office. Demands on the Division for special studies are increasing. The actual work of the Division is more diversified than its rather narrowly stated charter.

2. This Division is the component of the Office of Personnel which has the most day-to-day socess to and information



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about workload, job requirements, job qualifications and personnel practices and problems of other CIA offices. It is the only Agency ecomponent which is in a position to review the performance of the Career Services in any systematic way. Although most of the officers in the Division have specialized in position classification during their professional exceers, they have been exposed to a variety of other personnel matters. Three have served with the Clandestine Services and two have had overseas service.

- charter and a more broadly qualified staff to examine all aspects of personnel management of the Career Services including the kinds of problems sublined in this report. This is essential if the Director of Personnel is to discharge his review and evaluation function. The Division is not now equipped to do this. It is understrength, and the Division is fronk to sould that it has to react to day-to-day problems and requests rather than plan its coverage of major problem areas systematically. It has a budget of only \$4,800 for travel for FI 1964. Minety percent of CIA's oversees installations have never been surveyed. Some Mendquarters components have never been surveyed as a unit.
- 4. We have given consideration to a proposal that the Division be transferred to the Executive Director-Comptroller.





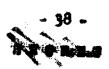
and given an advoca-the-board management review function similar to that of the former Management Staff. Although there are merits to such a proposal, we believe that this would seriously weaken the Office of Personnel at a time when it needs strengthening. We believe that the Mivision should remain in the Office of Personnel, be remained the Personnel Management Mivision, and given sufficient staff and beaking to undertake the expanded activities outlined above.

It is recommended that

Mo. 10

The Director of Personnels

- a. Redesignate the Salary and Wage Division as the Personnel Management Division;
- b. Broaden the charter of the Division to include: the review of personnel management policies and practices of offices and Career Services and manpower utilisation;
- c. Extend the review function of the Division to include: salary and wage structure, promotion practices, retirement progress and insurance benefits of CIA pro-
- d. Identify personnel problems resulting from this review and evaluation which are not possible to resolve with heads of offices and Career Services and bring them to the attention of the Executive Director or the IECH with recommendations for setion;
- e. Provide the Division with sufficient qualified people, funds and support to accomplish its broadened mission;
- f. Collaborate elesely with the Director of Budget, Program Analysis and Manpower in carrying out this mission.



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9. Plane and Barion Staff

- 1. This staff of 11 people, budgeted at \$126,200 for PY 1964 reviews and evaluates personnel policies and progress, undertakes special studies and develops and coordinates personnel regulations.
- 2. Its major contribution in FY 1964 was the study on the "valley after the hump" of Agency professional personnel in the middle and upper grades who will retire in the mid-1970's and its proposal for an expanded FOT program to deal with this problem. This proposal was expressed on 20 Merch 1964. Other special studies of this staff have had less impact on the Agency's personnel program.
- J. One of GIA's important personnel problems is the lack of a systematic program of essentive development to provide trained leaders with broad experience for senior positions. This was recommended in 1952 by the Garner Service Conmittee, again in 1959 in the Inspector General's Answer of the CIA Career Service, in 1962 by the Tank Force on Personnel Management and by the Director of Personnel in 1963 in response to the Essentive Director's Action Mano Ho. A-239 of 1 May 1963. There has been, however, little change in CIA's methods of essentive development over the years. Although Garner Services and Eirectorates have programs for developing supervisors, managers and essentives, there is no systematic program for developing



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executives with experience which transcends a single directorate. Cognizance is taken of possible security and cover problems in transfers of personnel from the Clandestine Services to other directorates, and vice versa, but it is believed these can be minimised by careful handling. It is also pointed out that projected losses through retirement in the 1970's which include people on whom CIA has been counting to replace its senior officers make this a problem which the Agency should face up to and soon. If early retirement legislation is emacted these losses will probably increase.

It is recommended that:

No. 11

The Director of Personnel review former and current proposals for an executive development program and submit a new proposal to the DEGI which will identify and provide special development opportunities for employees with potential as generalists for senior managerial and executive responsibility.

- 4. The Deputy Chief of the Plans and Review Staff is chairing a task force on personnel records to correct "serious inaccuracies in personnel information which have resulted from the failure of responsible officials to initiate changes in basic personnel records." The task force should be encouraged in this undertaking.
- 5. There are a member of problem areas in personnel regulations. For example, there is no current regulation ER



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on Personnel Policy Objectives, the previous regulation on this subject issued in 1953 having been reseined. Some regulations on Staff Employees, Staff Agents, Military Staff Agents, Rights, Salaries, Contractual Agreements for the Covert Amport of Operations are contained in Confidential Fund Regulations issued in 1950 and 1951. These are obsolete and should be revised. A regulation on Position Analysis has not been revised since 1954. A new regulation on this subject has been under negotiation for years. The current regulation on Pay was issued in 1951. The handbook on Personnel regulations contains a statement dated 15 September 1961 that a new paragraph on this subject will be published in the near future. A regulation on Managover Controls has been in coordination for over 20 months. The on Employee Condust should be revised to conform to the Headquarters regulation on this subject. IR Career Services, is dated 15 September 1961 and negotiations for a revised regulation have been carried on for over a year. Although the Personnel regulations handbook calls for a regulation IN constant Planning, there is no regulation on this subject. Again the handbook contains a statement dated 15 September 1961 that information on this subject will be published as HR near future. The Office of Personnel and the Office of General

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APPLIES.

Counsel have not been able to agree on a proposed revision of

HR Involuntary Separations, although the revision has been under discussion for many months.

6. We should hasten to add that these problems do not result from inaction by the conscientious Regulations Control Staff of EO/S. They rather are a reflection on the decision making process in the Agency. We see no reason why decisions cannot be reached on basic personnel regulations, and believe that the Director of Personnel should take additional action to resolve open issues or identify those for the EOOI which cannot be resolved at a lower lawel.

It is recommended that:

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No. 12

The Deputy Biractor for Supports

- a. Expedite the issuence of revised personnel regulations on Employee Conduct, Manpower Controls, Position Analysis, Hours of Work, Pay and Involuntary Separations.
 - b. Revise Confidential Fund Regulations on Staff Employees, Staff Agents, Military Staff Agents, Rights, Salary, Contractual Agreements for the Covert Support of Operations issued in 1950 and 1951.
- 7. If the Salary and Wage Division is to be reorganized in accordance with our Resonandation No. 10, there will be some overlap in its functions and those of the Plans and Review Staff, in the review and evaluation of personnel policies and programs,

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and in projecting future personnel requirements. A redefinition of the respective functions of these staffs, if the above recommendation is approved, will be necessary.

В	ROUTING AN	D RECORI	D SHEET
ExAsst/DPers			19 Jun 64
TO: (Officer designation, room number, and building)	DATE RECEIVED FORWARD	OFFICER'S INITIALS	COMMENTS (Number each comment to show from who to whom. Draw a line across column after each commen
1. Chief, PRS		UM	Attached are extracts from the IG
2.		(16)	report on Personnel which are per nent to your activity or for which D/Pers has asked that you assume
3.			focal responsibility for developi OP comments.
4. INTL			Part 9 on PRS: action responsibil for comments is yours. As you know, has already check
5.	file		out much of the regulations comme D/Pers deadline for your draft comment or response is 10 Jul;
6. ITL			DD/S deadline is 15 Jul. Part 8 is attached for your info
7.			since implementation would affect PRS functions. will be drafting comments on Part 8; please
8.			work with him if you have views to be included.
9.		Y	D/Pers asked that you be the focation of point on developing OP position of Part B on the COT program. The
10.			DD/S deadline on this one is 1 Juand ours is 25 June. (POD & PRD have copies.)
11.		V	He also asked that you've the food point on 20b in Part D on the A&I Staff. The DD/S deadline here is
12.			l July and ours is 28 June. (Onl POD and PRS have copies but BSD, SAS, and others should be consult
1000	4/82 BY 1038	7	Finally, on Part C, Personnel Processing Costs: PRD has principal
ITL ORIG COMP OPI 3	REV CLASS C	10-2	responsibility but you and POD as involved particularly on attrition recommendation.
15.			0-01826R001100100020-1